



# LEADER

*"Leader's Training Course: Only the Beginning"*

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## Fort Knox prepares for cadets' arrival

For the next four weeks your sons and daughters will experience some of the most exciting and challenging times of their lives. They will be tested beyond anything they ever thought they could do. Cadets will meet new people and make lasting friendships. Above all, they will take the first step in becoming officers in the United States Army.

Your sons and daughters will "discover gold" this summer along with about 1,700 other college and college-bound students. They will be placed in one of six 4-week training companies which begin June 1, 5, 11, 16, 20 and 26.

Each training block comprises a series of military "operations," such as *Future Leader*. During *Future Leader*, they will be challenged to complete rappelling, stream crossing and water survival exercises. Are you having trouble picturing your children descending from a 35-foot-tall rappelling tower? Don't worry. They'll do great, and they'll have some exciting stories to tell their friends.

Other areas of training are first aid, land navigation, marksmanship, and physical training. Every exercise will build their leadership and management skills.

The culmination of their work at Leader's Training Course is the final exercise, *Bold Leader*. This 6-day field exercise gives the cadets the chance to use the skills they will learn this summer.

But the Leader's Training Course doesn't just happen. Many months of preparation have gone into making this camp, now in its 38th year, successful. From the barbers who give them that initial haircut to the drill sergeants who will teach and help train them, it's a real team effort.



Leadership is the cornerstone at the Leader's Training Course. Cadets demonstrate this at Orienteering.

## Col. Paul L. Willis returns to command the Army ROTC Leader's Training Course

*(Editor's Note: From time to time, The "Leader" will feature a member of the Command; Staff and course cadre to highlight some of the opportunities that are available to you once you become a Second Lieutenant. To begin our series we will focus on the commander of Second Region (ROTC), and the course commander.)*

Col. Paul L. Willis hails from Edwards, Ms. He is a graduate of the Alcorn State University ROTC program, graduating with a Bachelor of Arts Degree in Sociology and receiving his commission in May of 1979 as a Transportation Corps Officer. Willis received his Master of Science Degree in Education from Chicago State University in 1989.

He has held a variety of logistics command and staff positions throughout his military career. Prior to his taking command of Second Region (ROTC), he spent three years in Germany serving as the

Commander of the 16th Corps Support Group in Hanau, Germany, and prior to that; Chief of the Transportation and Troop Support Division, United States Army Europe and 7th Army Office Deputy Chief of Staff for Logistics (ODCSLOG).

He served as the commander of the 180th Transportation Battalion, Fort Hood, Tx. His joint military experience included time as a Joint Operations Officer in the Mobility Control Center, U.S. Transportation Command, Scott Air Force Base, Il. During the Persian Gulf War, Willis served as the Transportation Plans Officer for the 22nd Support Command, and as the S2/S3 Security and Operations Officer for the 10th Transportation Battalion (Ter-



Col. Paul L. Willis, LTC Commander talks to a cadet at a 2002 LTC Graduation.

minal) in Saudi Arabia.

Some of Willis' other significant assignments and contributions include: Executive Officer, 10th Transportation Battalion (Terminal), Fort Eustis, Virginia; Assistant Professor of Military Science, Chicago State University in Chicago Illinois; Company Commander of the 76th Transportation Company in Pirmasens, FRG.

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# Commander: Course to be challenging, fun, safe

As the 2003 Leader's Training Course Commander, I want to thank you for allowing us the opportunity to work with your sons and daughters over the next 28 days. It is our goal to provide all of the cadets with a World Class Leadership Training experience; training that will be fun and challenging, designed to enhance their personal growth and develop leadership skills that they will use for the rest of their life.



**Col. Paul L Willis**

I want to reassure you now that the safety and well being of each and every one of the cadets is our number one priority. To ensure this, we have compiled a training staff of some of the finest professionals in the Army, focused solely on providing your cadet with outstanding leadership development. Our cadre and staff are comprised mostly of officers and non-commissioned officers with years of experience teaching and leading soldiers in today's Army. Many that come here are from

the same universities and colleges that your cadet attends today. They include Drill Instructors; the 100th Division, a Reserve Component unit that has provided support to the Leader's Training Course for many years, and the great soldiers of Fort Knox. I have charged each and every cadre and member of my staff to assist and help develop your cadet in all areas needed to become a leader of soldiers in the United States Army, Army Reserve and National Guard.

The cadets can expect to be challenged both physically and mentally beginning the day they arrive. Make no mistake about it; the training is tough and very realistic. They will be placed in a variety of leadership positions to determine not only what type of leader they are, but how they handle stress, test their time management and organizational skills; skills many Fortune 500 companies routinely pay a high price to educate their mid-level managers. Their leadership will be continually evaluated and they will receive both written and oral evaluations from the cadre on their performance. This is an important part of their development as leaders, and helps them to identify their weaknesses and strengths. They will participate in a variety of physical fitness programs, from daily physical training, sports day, group "fun" runs and road marches. Cadets will rappel

from a 35-foot tower, learn how to read a map and use a compass, water survival, and much more.

I personally want to extend to you my invitation to attend your son or daughters graduation. Within a few days you will receive an invitation in the mail from me inviting you to attend your cadets graduation ceremony. There are numerous activities planned for you during the two days of graduation festivities, the most important part of which is re-uniting with your son or daughter, spending quality time with them and then watch as he or she marches onto the field with their fellow cadets. Come to Fort Knox and see firsthand the pride that your son or daughter displays as they graduate from the Leader's Training Course.

I am excited about having the opportunity to train your son or daughter and prepare them for their future, the future of our Army, and the future of this great country.

I am absolutely convinced that when your son or daughter returns home you will see a change. They will be more confident in their own abilities, be willing to take on greater responsibility, and more importantly, have developed those skills to be a successful leader.

I look forward to seeing you at the Parent's Reception and discussing all of the many new things that your cadet has experienced.

## Fort Knox offers 'community' to soldiers, family members

ROTC cadets attending the Leader's Training Course see only a small part of the day-to-day life at Fort Knox, which is perhaps best known as the home of armor and cavalry for the U.S. Army.

Fort Knox has as its primary mission the task of training soldiers to drive, fire, and maintain the Army's armored vehicles. The thundering sound of main-gun tank firing on distant ranges is a frequent reminder of this critical

mission.

On any given work day, almost 33,000 soldiers, civilian employees, and soldiers' families live and work at Fort Knox, making it the sixth largest urban community in Kentucky.

But the post is much more than barracks, training areas, and tank ranges. Fort Knox is a community designed to meet the unique needs of its residents including single and married soldiers.

To house its residents, Fort Knox

has more than 3,400 sets of quarters for married soldiers, ranging from the spacious residence of the post's commanding general to townhouses, duplexes and the newly constructed, 140 unit, Pritchard Place housing area.

Typically, a married second lieutenant permanently assigned to Fort Knox and eligible for housing, would be assigned a two or three bedroom duplex. Single lieutenants are eligible for efficiency-style apartments.

When quarters on post are unavailable, soldiers eligible for housing are given quarters allowance to help offset the cost of housing in surrounding civilian communities.

Fort Knox also has its own school system for approximately 4,000 children from kindergarten through high school. The post's five elementary schools, two middle schools, and one high school are accredited by the Southern Association of Colleges and Schools, and offer a variety of programs including special education for handicapped and talented and gifted students.

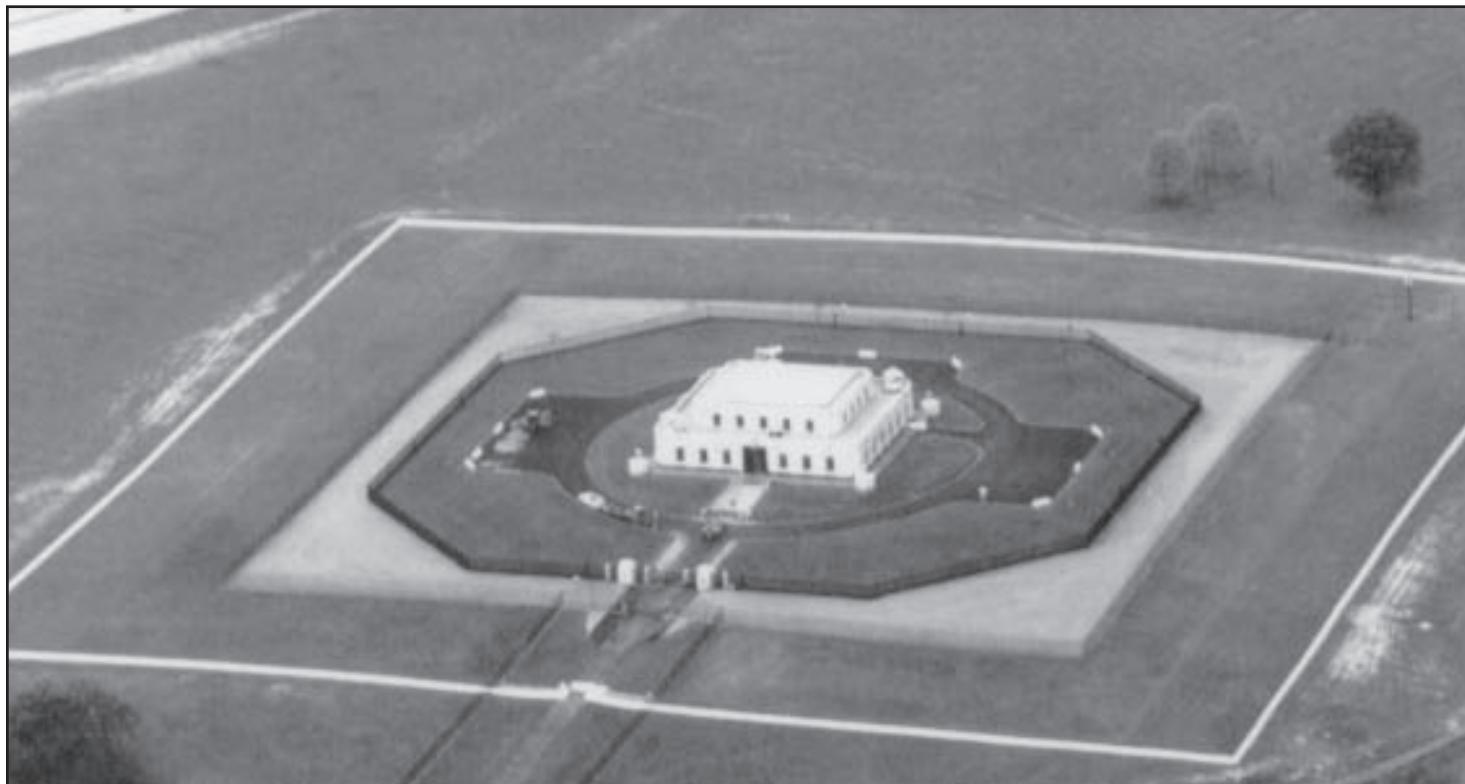
The Powers Alumni Performing Arts Center hosts well-known artists who present arts education programs for students and the community.

Health care is essential to any community and Fort Knox is no exception. Ireland Army Community hospital provides inpatient and outpatient care for active duty and retired soldiers, their eligible family members, and family members of deceased soldiers.

Recreational activities are also available for soldiers and their families. Swimming pools, bowling centers, golf courses, gymnasiums, and fitness centers are just a few ways to pass the time.

Fort Knox also has an active community theater program which gives soldiers and civilians a chance to test their acting abilities. The theater presents several shows per season at the Alumni Performing Arts Center and also sponsors theater workshops.

Although the tank is a powerful symbol of Fort Knox, many people associate the post with gold. The U.S. Bullion Depository, or "Gold Vault," is located here and is operated by the U.S. Treasury Department. Clearly visible from Highway 31-W, the white building is strictly off-limits.



**Ft. Knox, the home of Armor and Cavalry for the U.S. Army, is also home of the U.S. Bullion Depository, also known as the "Gold Vault."**

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 Col. Paul L. Willis  
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 Joe Bartley



# Executives prefer officers over MBAs

The Army Reserve Officers' Training Corps program (ROTC) is designed to help students reach their full potential. The program can accomplish that in numerous ways, including quality instruction, physical fitness training and scholarships for qualified students.

The reported that Army officers with 5-10 years of experience are in high demand in private industry.

Why is the business world interested in military officers over available candidates with MBAs and other graduate degrees?

"When E. Michael Moone was manager of sales recruiting for Proctor & Gamble Company several years ago, he hired a number of young ex-Army officers," said the paper.

Now that he's president of the Beringer Winery in California, he's still hiring them.

"I prefer officers to MBAs," Moone said. "MBAs may be smart, but they can't park their bikes straight."

Edward Hanes, an executive recruiter in Richardson, Texas, feels the same way. A former employment manager for

the Texas Instruments Corporation, Hanes said, "I'd just hire a captain with an accounting degree. The MBAs don't have the sticking power."

The says the Army that men and women leave today "is different from the way it once was; its officers are primed to succeed in business."

This article has generated a new interest in the value of Army training and experience.

Many college students are asking, "How big of an advantage will experience as an Army officer give me in a future career in business of industry?"

The fact is that more than ever before Army officers are prepared to succeed both in and out of the military.

And many are primed for success through participation in Army ROTC.

Army ROTC training will build confidence, develop leadership skills and create self-discipline.

ROTC is a college elective which teaches skills essential for career success, such as management, organization and leadership. In teaching officer skills, Army ROTC combines courses in

military science with summer training sessions to develop Army, the Army National Guard and the Army Reserve.

The Army ROTC program consists of several courses which are taken as part of a regular course load and usually count for college credit.

It is neither a separate school nor a college major.

Cadets enroll in military science classes the same way they register for all other college courses.

At the Leader's Training Course, cadets undergo rigorous training in leadership and management skills as well as physical fitness.

The Advanced Course provides further instruction in leadership development, organization and management, tactics and administration and builds on the military and personal skills taught at either the Basic Course or the Leader's Training Course.

As part of the Advanced Course, all cadets attend a five-week Advanced Camp usually between their third and fourth years of college.

At this camp, cadets will be tested

both physically and mentally as they put into practice the principles and theories learned in class.

Cadets are paid to attend this camp and receive travel expenses, room and board and other benefits.

After completing the Advanced Course, cadets are commissioned second lieutenants in the United States Army.

Almost immediately, new lieutenants exercise responsibility for equipment and personnel. An Army officer receives good pay and excellent benefits, on par with those offered in private industry.

You're probably wondering how Army ROTC is designed to fit into college life. It is designed to fit in very well.

An Army ROTC instruction amounts to about three hours a week. Beyond that, various activities are offered on weekends, such as camping, mountaineering, marksmanship and rafting.

Cadets will also find that Army ROTC helps develop strong friendships.

There are other benefits to the program such as scholarships for two, three and four years. Scholarships cover the cost of tuition and required fees and provide money for books, supplies and equipment.

Cadets also receive a subsistence allowance of \$300.00 a month during their junior year and \$350.00 their senior year, while enrolled in the Advanced Course. Scholarship cadets receive this allowance each year their scholarship is in effect.

Also during the Advanced Course, cadets request the branches of the Army in which they would like to be commissioned. Most students are usually commissioned in one of their first two choices. The Army tries to match officers to positions where they can use the academic skills they have acquired in college.

You should also know service as an Army officer does not mean the cadets have to put their civilian careers on hold. They can choose to serve in either the Army National Guard or the Army Reserve.

By serving in one of the Reserve Components, officers use their college-learned Army skills but at the same time can pursue a civilian career or further their education.

Many Army ROTC graduates enter a Reserve component and serve a weekend a month and two weeks of annual training, which amounts to 38 days a year.

Also, they may serve in a unit close to home and earn retirement credits and educational benefits.

The most important fact you should know about Army ROTC is it gives students the tools they need to start a successful career.

In and out of the classroom, Army ROTC teaches cadets to meet and overcome a variety of challenges.

After four years of hard work cadets will graduate with a college degree, a commission as a second lieutenant, and the leadership skills, confidence and experience necessary to succeed in any career they choose.



**Leader's Training Course cadets take charge of graduation ceremonies and bring a colorful end to four weeks of demanding leadership training. Graduations will be June 29, July 3, 9, 14, 19 and 24.**

## You are invited to graduation

A Leader's Training Course graduation is the proud culmination of four weeks of demanding training.

As you watch your cadet march onto the Fort Knox parade field, you will hardly believe the transformation which changed the college and college-bound students to "spit-and-polished" cadets.

Make plans now to attend graduation and share this special day with your cadet. Graduation dates by Com-

pany are: Company 1, A-1-46, June 29; Company 2, C-1-46, July 3; Company 3, E-1-46, July 9; Company 4, D-1-46, July 14; Company 5, B-1-46, July 19; and Company 6, C-2-46, July 24.

Cadets are given the opportunity to send invitations during their first couple of days here at Fort Knox.

Special activities for parents and friends attending graduation are planned. A parents' and friends reception is scheduled. Activities,

beginning the day before graduation, includes a photo display featuring each company's cadets during various training exercises, and a briefing by the Course Commander. After the graduation ceremony, a reception for visitors will be held.

Information on graduations may be found at [www.2rotc.army.mil](http://www.2rotc.army.mil). For additional information, call (502) 624-8149.



# Leader's Training Course 2003:



Above: Rappelling from a 35-foot tower is part of Future Leader.

Right: Cadets will perfect the art of marching by the end of the Leader's Training Course



## Three phases to graduation

Leader's Training Course is conducted in the following three phases:

### Phase 1-Future Leader

- Arrive
- Inprocess
- Rappelling
- Teamwork Devel Course
- Water Survival, First Aide
- Stream Crossing
- Road March
- Field Leaders's Reaction Course
- Basic Rife Marksmanship
- Basic Map Reading
- US Weapons
- Night Infiltraion Course
- Land Navigation
- Bivouac
- Physical Training Test

### Phase III-Discover Gold

- Recovery
- Distinguish Speaker's Program
- Commander's Outbriefing
- Family Day
- Graduation

### Phase II-Bold Leader

- Rappeling
- Rock Climb
- Confidence Course
- Tactics
- Paintball
- Tarzan Assault Course
- Thunderbolt Tower
- Water Operations
- Orienteering



Most Leader's Training Course classrooms are in a field environment.



Cadets apply teamwork with fun during the Tarzan Assa



# ‘Discover Gold’ at Fort Knox

## Cadets pack a full day’s work into 24 hours

### Standard Training Day

5:30 to 6 a.m.—Wakeup/Personal Hygiene

6 to 7 a.m.—Physical Training

7 to 8:30 a.m.—Personal Hygiene / Breakfast

8:30 to 9 a.m.—Movement to training site by bus or marching

9 a.m. to Noon—Training Period I (e.g., This could be any of the training activities listed on the previous page.)

Noon to 1:30 p.m.—Lunch (This could be in the field or in company dining facility. On a typical day, this meal is eaten in the field.)

1:30 to 5:30 p.m.—Training Period II (e.g., Map Reading, includes the fundamentals of land navigation.)

5:30 to 6 p.m.—Movement to company area by bus or marching

6 to 7:30 p.m.—Dinner (Usually eaten at company dining facility)

7:30 to 9 p.m.—Counseling/Troop Leading Procedures

9 to 10 p.m.—Personal Time

10 p.m.—Lights Out

Training is conducted six days each week. Most Saturdays are full training days. Additional training may be required based on the unit performance as determined by the company cadre. Usually there will not be any training on Sundays except for company duty, such as “charge of quarters runner.”



An “I Can” attitude helps conquer the rappelling tower.



Rope Course during Bold Leader



Water Survival training builds confidence in yourself and fellow cadets.



# Cadets learn Military Skills in Phase-I - Future Leader

Future Leader helps guide cadets through a variety of military skills. Cadets will receive instruction on general military subjects like basic rifle marksmanship and first aid, and will progress to specific military skill like map reading, stream crossing, and land navigation. Cadets will learn

water survival and U.S. Weapons. Cadets will also participate in a Sports Day. There will be competition among companies and platoons. One of the highlights of Future Leader is a 6-day bivouac where cadets will experience life in the field.



Water Survival Training teaches survival techniques during Future Leader



The Land Navigation course teaches cadets how to read a map and navigate through unfamiliar terrain.



The infiltration course teaches cadets how to lowcrawl through hazardous terrain



Cadets will learn how to operate the M240 machine gun.



Cadets take to the raft boats during the water operations portion of Bold Leader.



# Phase II-Bold Leader builds confidence

Cadets hit the ground running during Phase II - Bold Leader. The challenges will be many during this phase of their leadership training. Rappelling from a rock cleft will test their confidence. Paintball is a pop-

ular event. Cadets will compete in this event for the first time ever at the Leader's Training Course during Bold Leader. The confidence course is truly a challenge and will test both their physical and mental skills.



Cadets get a chance to test their strength, endurance and stamina while trying to conquer the obstacle course.



The Confidence Course teaches leadership and teamwork. (Above) Cadets use teamwork to conquer one of the challenging obstacles the course offers.

## Army ROTC: A part of the American Military History

Every Army unit or organization can trace its roots back to a specific date and place and in some instances a single person; Army Reserve Officers Training Corps, ROTC, is no different.

While military historians will generally use 1916 as the date when the Army officially established the concept of the Citizen's Army, Army ROTC really got its start as early as 1819 when Alden Partridge, often referred to as the Father of ROTC, founded the American Literary, Scientific and Military Academy in Vermont, later to become Norwich University.

As one of the first superintendents of the United States Military Academy at West Point, Alden Partridge considered military subjects to be a necessary part of the college curriculum; regardless of the vocation students would choose as future careers. Military instruction was a profound concept for the hall of academia in 1819; but his idea met with success and flourished, rapidly

spreading to other schools: Virginia Military Institute, the University of Tennessee and the Citadel. Partridge was a visionary and right on target in his thinking. He believed that combining a college curriculum with Army training was cohesive; it prepared the student by developing human relationships, a sense of responsibility and above all leadership.

Many cadets today would undoubtedly cringe at the curriculum that was offered at early Norwich University. Demanding would be to tame of a word to describe what the life of an ROTC cadet was like. They were required to study five different languages, five types of law, and ten types of math courses, this in addition to studying every type of military theory beginning with Biblical times. They marched endlessly and conducted drill and ceremony that was so impressive local villagers would gather to watch.

By the start of the 20<sup>th</sup> Century, Partridge's experiment was

beginning to catch on. One hundred and five colleges and universities were now offering some form of military instruction as part of their academic programs. By 1917, one year after the formal establishment of ROTC, and with the entry of the United States in World War I, some 90,000 officers, who had received their commissions through ROTC, were available in the Reserve pool. More than 100,000 officers commissioned through ROTC served during World War II, and since that time, more than 328,000 officers have prepared for their commissions through Army ROTC.

Like our country, both the Army and Army ROTC have undergone significant changes since its humble beginnings. One hundred and eighty-three years since the establishment of the American Literary, Scientific and Military Academy later, Army ROTC has grown into a vital program that produces college-trained officers

for the Active Army, Army National Guard and the Army Reserves.

Army ROTC has become an integral part of the education for thousands of young men and women, who chose to become Army officers in 270 colleges and universities throughout the nation. It's a unique program that has provided many the opportunity to work toward a college education and a commission as an officer in the United States Army.

Through Army ROTC, the Army gains officers with diverse educational backgrounds and contemporary ideas. ROTC graduates walk away from their campuses academically enriched. They walk away **LEADERS!**





# Phase III-Discover Gold: End of training, new beginning



Quick reactions are required when coming under ‘sniper fire’.



Phase II-Discover Gold is the final phase of the Leader's Training Course experience. Cadets will leave camp and set sail on a new adventure in ROTC back on their college campus. They will take what they have learned here and apply it in the advanced program of Army ROTC. They will soon learn that the leadership training learn here will help them in all walks of college life. Before graduation a social is planned for the cadets to unwind from many weeks of challenging and demanding training. The commander's outbriefing is also planned during this phase. The highlight of the outbrief is a 15-minute multimedia show of the cadets training during the past four weeks. Photos from the cadet's company will be featured. A family day is planned. Family coming in for graduation will be able to spend time with the cadets the day before graduation. And finally, graduation. This ceremony is completely cadet run. The parade, general officer guest speaker is the highlight of the event.



Graduation is the culmination of activities at Leader's training course.



Parents, families, and friends are invited to graduation to show their support and appreciation for what the cadets accomplished.